



## **Leadership for Government Transformation**

### **Vision: What we want the government to look like?**

California will deliver government services in a manner that constituents expect and in a manner that is adaptable and responsive to both economic pressures and legislative changes. To meet this goal, state leaders will have a strategic view of their system; integrate business programs and processes with technology; and provide honorable and courageous leadership to sustain the culture change.

### **Mission: How will this program further our vision?**

Improve the ability of state government staff and leaders to deliver services to Californians.

### **Participants: Who will lead the way?**

Executives and upper level managers from the “program” or “business” branches of departments as well as the executives and upper level managers from the “IT” branches. While enrollment will be limited to staff bear specific responsibilities rather than specific titles, staff in the following classifications are likely participants: CEA, AIO, CIO, SSM III, DPM III and IV.

### **Sponsors: Who will support the leaders?**

Any effort to change an organization’s culture and/or business practices will only succeed if tangibly supported by the top-most leadership and adopted at all subsequent levels within. The Agency Secretary, or designee, of the State and Consumer Services Agency (SCSA) and the State CIO will serve as co-sponsors of this program. Sponsorship will entail promoting the program through appropriate channels and chairing an Advisory Panel. The Advisory Panel members, representing a cross-section of government departments will lend their time, insight and expertise to keep the program timely and relevant.

### **Provider: Who will develop and manage the program?**

California State University, Sacramento (Sacramento State) is one of twenty-three campuses under the management, administration and control of the California State University System, Board of Trustees. The College of Continuing Education (CCE) is one of eight colleges on the Sacramento State campus—the “Capital Campus”.

CCE has been offering courses, seminars, institutes, workshops and conferences in local, regional and statewide settings since 1951. Through daily observations with leaders in both public and private sector organization, the CCE program development staff identifies the diverse educational needs of the statewide workforce and designs programs that meet those needs.

Courses are developed and taught by noted instructors who are especially well qualified in their subject matter. The instructors may be University faculty or highly regarded practitioners who are on the leading edge of their professional fields.

Program participants will be funded through the individual department training budgets or through personal funds.



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#### **Curriculum: What are the specific courses and features of the program?**

This certificate program, the “Leadership for Government Transformation Certificate Program”, will range in duration from seven to nine months, with one or two-day meetings each month, and include presentations of theory, scholar-student discussions, and project-based learning. The specific program length and project(s) will be dictated by the final content. (The College of Continuing Education will seek out key faculty and academic senates and organization within specific schools at Sacramento State to pursue both the appropriate type and usability of academic credit for the program.)

The planned program launch is October 2006 with the first two cohorts of 25 students each graduating between late-March and early-May. The cost, dependent on final content and course duration, is estimated at \$3,964 per student.

Specific certificate program content will be refined by a Leadership Advisory Panel meeting annually to keep the curriculum current. Suggested course content and flow below; specially, the sessions would adopt the following flow:

- Theory and practice, e.g. what works and why
  - Relate theory and practice to the state agency environment
  - Synthesis of theory and experience with an emphasis on personal accountability
  - Toolkit for implementation
  - Project
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1. Leadership Competencies:
    - a. Communicate with authority, conviction, and commitment
    - b. Demonstrate decisive leadership
    - c. Become agents of positive change in the quest to create a culture of change
    - d. Coach direct reports to achieve individual, team and organizational growth
    - e. Influence with an understanding of functional need and inter-agency cooperation
    - f. Build trust and achieve goals that are positive and sustainable
    - g. Lead with courage and honor
  2. Learning Objectives:
    - a. Define the new vision and mission for creating a culture of service that is inclusive and sustainable
    - b. Develop goals that support the function and contribute to enterprise-wide initiatives
    - c. Learn and implement the public-sector/private business model of cooperation
    - d. Define what it means to lead an organization by setting a vision, creating alignment, pushing for execution, and achieving sustainable results
    - e. Understand the leadership principles as they relate to communications, motivation, coaching, and recognition
    - f. Identify fundamentals to creating and sustaining positive change
    - g. Develop critical decision-making skills



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- h. Argue issues on the merits of the “business case.” e.g. what’s good for the function, organization, and the enterprise
- i. Demonstrate principles of influence as it relates to authority and persuasion
- j. Understand principles of negotiation
- k. Network with peers to build communities of support that share best practices
- l. Create leadership action plans that create and sustain positive change directed at fulfilling organizational and enterprise service goals
- m. Develop a leadership story that enables senior leaders to articulate the department/function’s vision of success and build support for others



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3. Specific Content, by section:
  - a. Setting the Vision
    - i. Where we are now
    - ii. What is culture? What is service? Why should we care?
    - iii. Developing the Vision for creating a Culture of Service: Re-engineering processes and delivery
    - iv. Developing the Mission for a Culture of Service
    - v. Reinforcing Vision & Mission with Values
    - vi. Setting the Goals
      - 1) What they are
      - 2) How will they be achieved
      - 3) Who is responsible
      - 4) How will they be measured
      - 5) Put projects within the context of department and agency goals
    - vii. Communicating the Vision, Mission & Goals
    - viii. Clear direction and role for managers on down
  - b. Embracing Change
    - i. Understanding that change is organic, e.g. continuous and progressive versus discontinuous and disruptive
    - ii. Understanding your current culture and what it will take to change it
    - iii. Making service delivery a priority
    - iv. Developing and utilizing “levers of change”
    - v. Instilling personal and organizational accountability
    - vi. Making leadership decisions
    - vii. Change Leadership/Change Management
      - 1) Leading change
      - 2) Leading people
    - viii. Influencing with and without authority
    - ix. Gaining agreement and sacrificing budget in favor of cooperation
    - x. Provide structure for cooperation across boundaries
      - 1) Consolidation/Centralization
      - 2) Outsourcing
      - 3) Utility computing
      - 4) Public-private partnerships
      - 5) Other trends
    - xi. Knowing when to lead, manage and how to work as a team
  - c. Building the Service Culture Ethos
    - i. What will our culture look and feel like
    - ii. Overcoming resistance inside the organization (e.g. direct reports)
    - iii. Overcoming resistance outside the organization (e.g. enterprise-wide)
    - iv. Negotiating for the win/win
    - v. Overcoming Objections
    - vi. The Enterprise Ethos: Fostering enterprise-wide cooperation
    - vii. Enterprise frameworks
    - viii. Translating policy into quality and measurable outcomes/goals



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- ix. Make outcomes/goals meaningful to the public, policy makers and employees
- x. Building an adequate funding model: benefit-funded, cost sharing, IT trusts; federal and state financing requirements and waiver options
- xi. Defining the value of an IT solution in the context of changing business requirements
- d. Coaching for Success
  - i. What is coaching and why should I learn it?
  - ii. Preparing to coach
  - iii. Creating a coaching action plan
  - iv. Implementing a coaching model, e.g., outcomes, behaviors, action steps, agreement
  - v. Following up for success
- e. Sustaining Change
  - i. Developing our team
    - 1) Skill set transformation
    - 2) Align with goals
    - 3) Acquire, retain and develop staff
    - 4) Identify workforce gaps
    - 5) Strategies to fill gaps; attract talent
    - 6) Maintain in-house knowledge
  - ii. “Measuring What We Treasure”: Upgrading Performance Metrics to support service culture
  - iii. Creating Your Leadership Story: Teaching It to Others
    - 1) Presenting outcomes/goals (budget hearings, legislative briefings)
    - 2) Roadmap with alternatives and current trends and future investments
  - iv. Creating a “best practices” network for creating and sustaining a culture of change

4. Course Flow: Project sections will be built in as appropriate.

	<b>Topic 1</b> <b>Setting the Vision</b>	<b>Topic 2</b> <b>Embracing Change</b>	<b>Topic 3</b> <b>Building Service Culture</b>	<b>Topic 4</b> <b>Coaching &amp; Mentoring</b>	<b>Topic 5</b> <b>Sustaining Change</b>	<b>Topic 6</b> <b>Networking &amp; Storytelling</b>
<b>Competency</b>	<i>Why vision is necessary and how it serves as the foundation for new culture</i>	<i>Change is organic and can be progressive</i>	<i>Overcoming resistance</i>	<i>Enabling your people to succeed by fostering personal development</i>	<i>Putting the right people into the right slots and letting them lead</i>	<i>Building Network &amp; Presenting Hero Stories</i>
<b>Duration</b>	<b>7 hours</b>	<b>7 hours</b>	<b>7 hours</b>	<b>7 Hours</b>	<b>7 hours</b>	<b>7 hours</b>
<b>Learning Objectives</b>	<ul style="list-style-type: none"> <li>• Provide course overview</li> <li>• Developing the Vision</li> <li>• Creating the Mission</li> <li>• Setting Goals</li> <li>• Living Vision, Mission &amp; Values</li> </ul>	<ul style="list-style-type: none"> <li>• Making service a priority</li> <li>• Developing and utilizing “levers of change”</li> <li>• Learning the principles of leadership decision-making</li> <li>• Influencing with and without authority</li> <li>• Provide structure for cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Overcoming resistance to change <u>inside</u> my organization</li> <li>• Overcoming resistance to change <u>outside</u> my organization</li> <li>• Overcoming objections</li> <li>• Negotiating for the win/win</li> </ul>	<ul style="list-style-type: none"> <li>• Understand foundational elements that influence all aspects of human communication in the workplace</li> <li>• Use strategies for improving organizational communication</li> <li>• Coaching shorthand</li> </ul>	<ul style="list-style-type: none"> <li>▪ Selecting and developing our team</li> <li>▪ Instilling sense of accountability</li> <li>▪ Promoting courage</li> <li>▪ Permitting risk</li> <li>▪ “Measure what we treasure” in setting performance objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Learn to develop a network of like-minded peers who can help create and sustain culture of service model throughout the enterprise</li> <li>• Tell the story of culture change in your organization</li> <li>• Rehearse “stump speech” about culture change and commitment to service</li> <li>• Practice telling story to the media</li> </ul>